

Impact Report on Internal Administration/Management

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Submitted to:

USAID/West Bank and Gaza

Submitted by:

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I. INTRODUCTION

Donor assistance in the first four years of Council existence largely neglected the area of internal administration. USAID, however, responded to the needs of the Council and, in October 1999, designated support in this area as one of the four key components of assistance through the PLC2 contract. Following the start of the *intifada* in September 2000, Component D was given additional emphasis in response to the conflict-induced changes within the PLC and became one of the two highlighted project components.

At the start of PLC2, ARD recognized that the PLC's administrative infrastructure remained a primary impediment to the Council's ability to operate efficiently as a legislature. With little previous external support, the PLC's administrative staff were poorly trained and underutilized. The Council lacked sound internal administrative systems, clearly defined procedures, and an adequate internal focus on building administrative capacity.

During the first year and a half of the contract, in-roads were made in building sound internal administrative systems. This, however, is a slow process of working with individual departments in the development of policies and procedures, increasing staff capacity, and procuring equipment to facilitate the Council's work. However, political will has been relatively high in this area, and key staff are receptive to institutionalizing policies and procedures and strengthening staff skills.

ARD maintained good communication and coordination with Council partners and remained responsive to the administrative needs of the Council. The project continued to target assistance in both the West Bank and Gaza, bringing staff together whenever possible.

With an emphasis on the internal administration aspects of these activities, the project shaped policies and procedures that stand a better chance of becoming institutionalized and surviving the transition to a successor legislative institution. The project continued to develop office procedures and tracking forms, and to strengthen staff capabilities.

With the outbreak of the *intifada*, ARD decided to modify its strategy of development assistance. ARD's original proposal was to provide assistance on a wide front, simultaneously engaging in development assistance to multiple offices and administrative functions, with technical assistance from outside consultants. As the conflict gained strength, the movement of international and local consultants became increasingly limited, depriving ARD of the external support that was integral to the project's original strategy.

Based on a review of the first year's activities, ARD concluded that, given the lack of additional assistance, the most successful strategy would be to work with just a few departments consecutively. Attempting to do more simultaneously would limit project success; ARD would be either insufficiently responsive in new areas or unable to provide follow-up assistance to previously targeted departments.

ARD has adjusted to the lack of additional technical support by utilizing project staff for all technical assistance. However, as a result of diminished consultant input, assistance to the PLC's administration will progress more slowly than originally anticipated.

II. IMPACT OF ACTIVITIES

In the past year and a half, ARD focused its assistance on empowering administrative staff through training, building adequate foundations for proper management and developing appropriate procedures that empower staff to fulfill their duties in a sustainable manner.

A. Develop Council's Administrative Procedures

Building administrative capacity is a key focus of ARD's support to the PLC, for a strong, transparent internal structure is imperative for the Council's efficient operation. This subsector was further emphasized in the last six months of the *intifada*, as ARD realized that the slowdown in PLC activity provided an excellent opportunity for increased training (see *Introduction*). In accordance with the new sector strategy, ARD provides sequential assistance to departments: after developing one area, the project moves to other main offices, while still following up on the previous targets.

Before beginning its assistance, ARD conducted a needs assessment upon which it based a work plan for each area. By coordinating closely with each department in developing their specific work plans, ARD provided them with valuable experience in internal evaluation and tailored capacity building.

1. Personnel Unit

Working with both the Gaza and Ramallah Personnel Unit directors, ARD developed a policy manual for the PLC. The manual defines personnel policies and general administrative policies, covering all relevant issues such as work hours, per diem policies, and work place ethics. It was approved by the PLC leadership in the Sixth Quarter and will be distributed in the next period. As part of the manual development, ARD and the unit created hiring procedures, with the necessary administrative forms, to implement transparent and standard hiring practices. Following their approval in June 2001, the forms will be distributed to all departments.

The full impact of ARD's support to the Personnel Unit will be seen more clearly during the next reporting period, since distribution of the manual and hiring forms has not yet been completed. However, the manual is an achievement by itself. Given that some sections of the manual, such as ethics, can be seen as controversial, the leadership's approval indicates that they support the introduction of sound administrative policies.

As the first formal description of the PLC's policies, the manual lays a foundation for institutional uniformity. These developed policies and procedures should lead to transparency in hiring, employment of more qualified staff, and published guidelines that inform all employees and Members of their rights and responsibilities in the work place.

2. Procurement and Supplies

With ARD's assistance, the Procurement Department drastically improved its staff capacity and procedural abilities and is on its way to independently managing procurement and supplies. During the last year and a half, ARD provided procurement procedures for competitive bid and tenders, databases on procurement activities and suppliers, essential equipment, and supportive staff training.

Staff are now familiar with, and able to quote from, the 1998 Procurement and Supplies Law on which documented procedures are based. With ARD's direction, this detailed legal knowledge strengthens the department's authority within the Council, which is vital for preventing improper Council purchases.

New manuals for procurement and supplies provide an institution-specific guide for the staff and clearly lay out the PLC's policies and regulations. In order to assist the implementation of these new procedures, ARD used the procurement of goods associated with the ARD contract as an opportunity for on-the-job training, with greatest project involvement in purchases over \$10,000. ARD conducted workshops held jointly with Ramallah and Gaza to ensure that these policies were universally applied, which enhanced communications between the separate offices and consolidated support for the new procedures.

The rate of transparent procurements during PLC2 exceeded ARD's expectations. Based on the department's poor record in PLC1, the project set a modest baseline of 15 percent and a 2000 target of 20 percent of procurements following transparent procedures in PLC2. According to data for the first year of PLC2, over 76 percent of procurements were transparent; during the second six-month period, the rate reached 86 percent.

This success is due to the department's adoption of the procurement forms and procedures, under ARD's guidance. Department staff have enthusiastically incorporated the procedures into their work and found that striving for transparency brings a much-needed definition of job descriptions and responsibilities.

Supplies Unit

Technology also proved an important support mechanism to the Supplies Unit during the last period. ARD developed a detailed supplies database that allows a complete search by item and location of closest supplier; the program also provides reports on procurement, such as total purchase orders issued and total expenditure with/without VAT. All procured items are now delivered directly to the Supplies Unit to allow for immediate inclusion in the database, which reinforces the unit's control of intake of PLC procurements.

The database and reports are available on the PLC's Wide Area Network, allowing access by the Procurement and Finance Departments in Ramallah and Gaza. (Although the database is in use, ARD is conducting ongoing system tests.)

Stores Unit

The Stores Unit became more organized through project assistance over the last year and a half. The PLC and ARD reorganized supplies according to health and safety standards, and new signs were developed for each item available in the store. Items within the stores are now found more easily and sit in a safe, appropriate location. A new system of bin cards tracks dispensation and enables the staff to know when to order additional supplies in a cost-effective and timely manner. Now, when the Council runs out of supplies, it is due more to a lack of funds than to a disorganized Procurement and Supplies Department.

3. *Inventory Committee*

Following a request from the Finance Ministry for an inventory of all PLC offices in the West Bank and Gaza, ARD assisted the Procurement and Supplies Department in establishing an Inventory Committee to inventory all PLC properties, including district offices. ARD developed the tags, forms, and procedures needed by the committee to create proper inventory records. By providing the relevant tools, ARD enabled the committee to immediately respond to the Ministry's request. At the end of the inventory, the Supplies Unit entered the results gathered by the committee into the supplies database, allowing the PLC to more effectively track non-expendable items.

4. *Financial Management*

ARD conducted initial discussions with the Finance Department and produced a general work plan in July 2000. However, the director general of the department subsequently delayed the proposed activities, apparently due to his reluctance to allow ARD access to sensitive financial information. As a result, ARD provided no direct assistance in the last year and a half.

ARD believes, however, that progress is being made in this area. As part of its assistance to the Procurement Department and district offices, ARD developed forms that coordinated their work with the Finance Department. As a result, ARD became familiar with the Finance Department staff and have gained credibility. The project expects that work will increase with the Finance Department during the next period.

5. *Internal Record Keeping*

ARD's development of forms and procedures within the various offices strengthened their internal record keeping. The forms create a documented trail of activity, capture information needed for reference and transparency of actions, and provide a tool upon which decisions can be based. Staff can now refer to and find records easily, and databases are starting to capture information that will be useful in the future.

6. *Information Technology (IT) Unit*

ARD prioritized assistance to the IT Unit to enable it to achieve eventual independence. A self-sufficient IT unit is essential for the sustainable maintenance of the PLC's IT infrastructure, which is increasingly playing a bigger role in information distribution, particularly between Gaza and Ramallah.

ARD's assistance to the unit over the last year and a half successfully impacted the unit's internal and external relationships. Attendance improved, and interest in work increased. With the project's support, the IT Unit added two new members and filled the vacant directorship by internal promotion. ARD had long supported the employment of new staff; as the project expected, the additional staff support resulted in higher morale and greater productivity. The promotion of the new director improved unit management – reducing confusion over duties, limiting the need for direct management, and enhancing the unit's links to other PLC departments.

With continual on-the-job training by ARD, IT staff are more proficient in their jobs. As a result, more PLC staff contact the IT staff directly, instead of ARD, when they experience problems. Some frustration with the unit still exists within the PLC, but this should lessen as ARD continues to provide assistance in this key area.

ARD also assisted in improving the unit's physical work environment. Although the entire PLC is cramped, the project helped the IT Unit to better utilize the space available. A secure server room was designated; customized workbenches were installed to provide space for hardware maintenance; and storage cabinets were supplied to organize software CDs, extra supplies, and maintenance tools. The extra space enables the staff to perform their duties more easily and efficiently.

7. *Technical Department (Transportation Unit)*

Due to the relationship between this department and Procurement and on request by the PLC, ARD provided the Transportation Unit with unscheduled technical assistance. Working closely with the unit, the project established clear procedures and policies.

ARD also organized duties for the unit manager, established files for each car (including Members' cars), and created forms to cover all aspects of car usage and maintenance, including Daily Maintenance Check, Request for Car, Monthly Report on All Vehicle Usage, and Maintenance Register for Repairs. These detailed guidelines are invaluable in a department vulnerable to ad hoc administration.

The unit can now quickly retrieve car registration information, track gas usage/mileage, and monitor maintenance records. The new procedures also formalized the unit's transparent relationship with other departments: the unit manager submits a monthly report to the head of the Technical Department and must ask for the Finance Department's approval of maintenance expenditure.

These reporting procedures were just becoming routine when they fell victim to the *intifada*. Due to travel closures and lack of sufficient funds, most cars have been sidelined and, as a result, staff have not continued their reporting. ARD anticipates renewal once the situation improves.

8. Administrative Affairs

ARD provided assistance to the Administrative Affairs Department in response to requests from both the PLC Director General and the Director of Planning and Development Unit. As with the Transportation Unit, the project's role was to establish department responsibilities, create formal procedures and forms, and define task assignments for the service staff.

ARD began assistance with the PLC Ramallah switchboard operators, organizing training and establishing a staff schedule to ensure switchboard coverage. Uptake of the training and assistance is already occurring among senior staff: the switchboard manager is using ARD forms and submits monthly reports to the Administrative Affairs Director.

ARD is also focusing attention on the internal administration of the District Office Unit. (The project's assistance to this unit complements the programmatic support from Component C, which targets the Council's constituent relations.) ARD's work with the unit was fruitful, despite difficult conditions. Although assistance only began in the last three months of this time period – in the height of the *intifada* – results can clearly be seen. The district offices are already using procurement and expense tracking forms developed in field visits and workshops. By using these forms, the offices were able to regularize their communication with the Procurement and Finance Departments. Technical assistance will continue into the next period.

B. Develop a Staff Manual and an Orientation Program

ARD had originally proposed to develop a staff manual and an orientation program for the PLC. However, the project modified its plans in November 1999, when the PLC informed it that the activities were being handled by other organizations. (UNDP was developing a staff manual, and the PLC Training and Development Unit [TDU] was developing an orientation program for new staff.)

ARD, however, still managed to contribute directly to the orientation program by seizing the opportunity created when the TDU Director asked for assistance. The project developed an Arabic-language PowerPoint Presentation, explaining the Council's legislative process, for use in the orientation of new staff.

The presentation was used by the TDU in the two orientation programs held so far and had a positive effect, ensuring that the project is able to indirectly influence staff orientation. The unit director reported that, after the presentation, new staff have a better understanding of the Council's overall responsibilities and the law-making process.

C. Train Staff in the Application of Internal Administrative Procedures Developed

This is a key sector of Component D, for successful training is the only way to ensure internal administrative procedures will become standard practice within the PLC.

ARD conducted continuous training with the targeted departments in the last year and a half, using practical methods that created interoffice unity and participatory development. Through group meetings, workshops, and field visits, ARD brought staff together from all Gaza and Ramallah offices to stimulate networking and team-building, and trained them by involving staff in developing the policies and procedures that they would have to use in their work. ARD provided follow-up to answer questions, determine utilization, and assist in further development.

This approach proved successful – it builds ownership over departmental development, encourages flexibility to change, and ensures implementation.

D. Establish a System for Providing Timely Information to PLC Members

ARD developed a fax broadcasting system to allow efficient dissemination of agendas and meeting notices to Members. In setting up the system, the project programmed the system software, trained staff to use it, and procured a dedicated workstation for this purpose.

Prior to our assistance, staff spent an inordinate amount of time trying to fax information out to Members; after struggling to find an available outside telephone line, they had to send out the same fax to multiple addresses – all the while, battling to keep the line open.

The new broadcast system allows the faxes to go out after work hours, thus eliminating the uncertainty of accessing a telephone line. The Chief Clerk's Office now uses the system for sending notices of plenary sessions and committee meetings, allowing for a quicker distribution of vital legislative information without consuming staff time.

An interface problem between the PLC and the receiving end still exists, which affects the system minimally. Faxes are sent to Members' offices, many of which have tele/faxes that need to be switched manually to receive faxes. When staff fail to switch to auto pickup for non-work hours, the fax is unable to connect. However, the system provides a temporary solution: when a fax fails to be delivered, a message for the operator is printed, alerting staff to which messages need to be resent.

E. Provide Training in Computer Applications and Other Work-Related Areas to Increase Staff Skills

In coordination with the PLC Training and Development Unit (TDU), ARD organized various training courses to increase staff skills and strengthen their legislative support

capabilities. As with other training in this component, group training courses gained added importance when decreased PLC activity left many staff with little to do.

Participants were selected based on need to build capacity in particular areas; they were generally from departments technically assisted by ARD. In the last year and a half, the project conducted:

- Management training
- Excel
- Financial Excel
- Contracting and Contract Management (United Kingdom)
- File sharing on the WAN
- Outlook
- Microsoft Word
- Visual Basic

The trainings had the following impact:

- Staff from the Procurement and Supplies Department completed 36 hours of basic computer training, followed by training by ARD technical staff on customized forms developed for the department. Staff can now use computers in their daily work, issue purchase orders, complete receiving reports, and send invitations to suppliers by computer.
- After the Visual Basic training, staff in Gaza were able to customize the ARD-developed supplies database to better suit their needs (which differed slightly from the needs of the Ramallah office).
- Now that staff are trained in Outlook, email is being used to lessen the communications gap between Ramallah and Gaza PLC offices – a great support for PLC cohesion and an important communication channel during the ongoing military closures.
- ARD used Excel to develop a number of forms for departments, so Excel training was an important part of teaching staff to use the forms. To ensure staff comfort with the program, formal Excel training was supplemented with one-on-one training. As a result, administrative forms are now being widely used by departments.
- The directors of the Technical Department and the Procurement and Supplies Department attended a Contracting and Contract Management course in the UK. Following the training, the director of the Technical Department said that his skills in negotiation and building suitable contracts with the vendor greatly improved, strengthening his ability to make sure the PLC gets the best deal.
- Department directors in Gaza were so excited about concepts presented in the “Leadership Skills” management class that they formed a work group to meet after the course to discuss how to apply in their work the theories presented in the classroom.

F. Develop the Council's Computer Department Staff Skills

Using high levels of training and participatory development, ARD significantly increased the capability of the Computer Department. Development consisted primarily of individual on-the-job training by ARD IT staff, ensuring that all the PLC IT staff improved their skills rapidly and comprehensively. ARD focused its training on email development, installation and design of databases, maintenance of networks and the Web site, and general software administration.

Since the beginning of PLC2, ARD's programmer has worked more directly with the PLC programmers to support eventual independent programming and maintenance. ARD has already submitted the following applications – with full programmer documentation – to IT Unit control:

- Supplies database
- Procurement database
- Journal program (documentation not yet final)
- Fax broadcast system
- Labels program
- Hansard program (source code not included)
- Committee forms (documentation not yet final)

In addition, training courses were funded for IT staff in:

- Advanced hardware maintenance
- Systems analysis
- Web page design
- Java Script
- A+ Applications
- Visual Basic
- Cisco Routers

The unit director also participates in management training.

Staff now have a wider range of software and programmatic skills and are more able to troubleshoot computer problems at the PLC. As a result, the number of times ARD staff were called to assist in IT problems decreased, from the beginning of the project to mid-term. However, the IT Unit is not yet fully independent, so it is a priority to continue technical assistance in staff training.

G. Provide Equipment Support to Link between the PLC in Gaza and Ramallah

ARD recognizes that there is a worrisome potential for the two separate PLC organs in the West Bank and Gaza to drift apart, creating a divided and weakened institution and blocking full legislative activity. Since travel between the two areas is always difficult for PLC staff – and nearly impossible since the outbreak of the *intifada* – ARD was eager to create a reliable linkage between the PLC offices to enable continuous exchange of information and documents.

In early June 2000, the project established a wide area network (WAN) linking PLC offices in Gaza and Ramallah, working in close coordination with the PLC IT Unit on the preparatory needs assessment, development plan, procurement, and installation. Training was given to committee clerks, who constantly need to exchange files and documents between the two areas, and Legal Department staff. As staff training in this area continues, more departments will benefit from the communications link.

PLC committees and the IT Unit now use the WAN extensively and enthusiastically. Sharing files allows committee staff to prepare more thoroughly and easily for their meetings, thereby facilitating the legislative process. In addition, research papers are easily passed back and forth for comment. Although the WAN was proposed before the *intifada* began, its development was prescient and timely. Now that travel between the two areas is nearly impossible, even for ARD staff, the WAN provides an invaluable means of exchanging the materials that are essential for committee and plenary operation.

H. Provide Technical Assistance for Council Sound Recording and Hansard System

The Hansard system records the plenary session on special DAT tapes for archiving and transmits the audio, via microwave, to the administration building three miles away, where transcription takes place. Working with 15-minute segments, staff transcribe the audio into verbatim transcripts, which are distributed to Members at the next session.

Assistance to the Hansard Unit was continuous during the last year and a half and will continue for the life of the project. ARD worked with the IT Unit to provide ongoing hardware support. The network cabling was checked and repaired and a network point replaced. The project also purchased and installed a hub for the unit; the new hub reduces network traffic at the main switch and confines Hansard traffic within the Hansard Unit for improved security and maintenance.

Constant monitoring of the system by ARD ensured smooth operations; action by ARD's IT staff to solve a file transfer problem increased reliable transmission of the audio files from the Chamber to the Administration Building. The project also provided on-the-job training for Hansard transcribers, which increased their skills and accuracy in transcription and use of the customized software.

Improvements to the Hansard system and staff training resulted in speedier and more accurate transcription, which provides Members with information essential to ongoing legislative activity and enables continual archiving of plenary discussions.

I. Equipment Procured and Operational

ARD's procurement of equipment was based on stepped up provision of technical assistance: policies and procedures were created; equipment was then procured based on the new outputs and departmental needs; and, finally, staff were trained simultaneously in equipment usage and implementation of the policies and procedures.

By providing technical and IT assistance in this integrated manner, ARD ensured that all equipment procured was essential and had direct impact on staff uptake of departmental changes. Since the provision of the new equipment, staff are able to perform their duties in a more efficient and effective manner. (For a complete list of procured equipment, see Annex A.)

III. ACTIVITIES WHERE IMPACT WAS NOT POSSIBLE

A. Develop a New Member Orientation Program

ARD planned to develop a new Member orientation program as preparation for the parliamentary turnover following the elections expected during the last year. However, with elections indefinitely postponed, the project decided to delay the orientation development and focus efforts in other areas.

B. Develop a New Member Manual

ARD was informed at the Strategic Planning Workshop (November 1999) that the British Council was developing a manual for new Members, and that this activity should not be implemented by ARD, Inc.

C. Increase Efficiency of Council's Affairs Committee Operations

ARD had originally proposed to increase the efficiency of the committee and train staff to support committee meetings by preparing agendas and documenting discussions and decisions. However, this activity was placed on hold due to political sensitivities.

The committee is composed of the Council's top leadership and committee chairs, who conduct totally private meetings – from attendance to the agenda to the minutes (i.e., minutes are kept by the Director General of the PLC and distributed only to members of the committee). Unless the methodology behind the meetings changes, there is no viable way for ARD to become involved in these internal affairs.

IV. GENERAL ANALYSIS

In previous years, poor administration impeded the Council's legislative activity and distracted the leadership with concerns of weak management and confusion. In PLC2, increased project emphasis and general staff receptivity to changes enables ARD to steadily build the foundations of sound and transparent internal administration in the PLC.

In the last year and a half, ARD's greatest achievement in Component D was the gradual institutionalization of good administrative policies and procedures. From the Council leadership's rapid adoption of the policy manual to the use of tracking forms in the Stores Unit, the PLC has accepted, and welcomed, the regularization of its work. Many staff feel that the ARD-supported administrative changes bring a much-needed definition of duties and responsibilities, which improves their job experience and boosts morale and motivation.

ARD's three-tiered approach ensures that each project activity undertaken has a long-term impact: staff are fully involved in activity development and feel ownership over departmental changes; equipment is provided according to the needs created by project activities, accompanied by tailored staff training; and project follow-up supports staff adjustment and uptake of their new skills and knowledge.

The project is providing the PLC with basic administrative tools that enable staff to build efficient and transparent practices within their departments: staff in the Stores Unit can now accurately monitor remaining supplies and ensure timely and cost-efficient renewal of stock, and the Procurement Department is able to use transparent procurement methods in 86 percent of its purchases – an increase of 71 percent from PLC1.

The use of the new procedures has a positive ripple effect throughout the PLC, opening the way for ARD assistance to new departments. The Procurement Department and Transportation Unit formalized their links with the Finance Department by using forms to create a transparent paper trail; in turn, ARD was able to provide indirect assistance to the Finance Department by regularizing external demands. Although in the process of being distributed, the newly developed policy manual also promises an institution-wide impact and will benefit all departments, reaching even those areas that the PLC2 will not cover.

Technical support plays an invaluable role in facilitating the Council's work. ARD's IT staff developed systems to manage vital administrative data, installed new equipment to enable information distribution and facilitate legislative work, and built a communication network linking the ever-more divided West Bank and Gaza offices. By providing training alongside equipment, ARD deepened the impact of the new technology. Staff now use computers in their daily duties, which improves their productivity and efficiency. Targeted support to the PLC's IT Unit increased the department's reputation within the Council and independence from ARD; PLC staff now turn to the IT Unit, rather than ARD, with demands that the unit feels confident handling.

Due to its department-by-department approach, ARD's work with the PLC administrative structure is methodical and thorough. Although direct project support was limited to targeted departments, ARD feels that the effects of its assistance are indirectly felt throughout the Council. With the distribution of the policy manual scheduled in the next time period and further departments targeted for assistance, the project foresees a deepening of the impact achieved during the last year and a half.

Equipment Purchased & Operational (Palestinian Legislative Council) -- PLC2 Project					
For Period October 1999-September 2000					
	ITEM PURCHASED	QTY	PRICE (US\$)	FUNCTION	Proper Utilization
I	Wide Area Network (WAN) - Communications Link				
1	Cisco 2620 routers: Cisco 2620 4MB Mini-Flash Card Memory Upgrade and Cisco 16 megabyte DRAM DIMM and Cisco WC-2T 2-port Serial WAN Interface cards	2	\$6,540.00	To link the West Bank and Gaza PLC offices.	yes
2	V.35 cables to connect routers to Data Terminal Equipment (DTE)	1	\$293.00	To link the West Bank and Gaza PLC offices.	yes
3	Router vendor installation and operation support	1 year	\$1,053.00	To link the West Bank and Gaza PLC offices.	yes
4	External Modems USR V90	2	\$222.00	To link the West Bank and Gaza PLC offices.	yes
5	Uninterruptible Power Supplies- Gamatronic Online 500VA	1	\$1,229.00	To link the West Bank and Gaza PLC offices.	yes
6	Telecommunications Cabinet with cooling fan	1	\$386.00	To link the West Bank and Gaza PLC offices.	yes
7	Training for Staff -30hrs		\$819.00	To maintain and operate the system	yes
	Total WAN Linkage		\$10,542.00		
II	Computer Department- Ramallah				
1	Advance Computer Workstations: Gateway E-4200- Intel Pentium III 750 MHz CPU, Motherboard with Intel 440BX, high speed bus, built in ATA 2IDE Controller, 32KB internal & 256KB secondary level cache memory, 128MB RAM, 15GB hard disk, IDE-ATA2, AGP VGA card with 16MB VRAM, 17" color monitor, 64-bit sound card+ microphone + speakers, 50X CD-ROM drive, A/L keyboard & mouse, MS Windows 98 A/ E	3	\$5,265.00	Replaces out-dated equipment, IT needed better equipment in order to perform tasks efficiently.	yes

2	File Server: Gateway 7210- Intel Pentium 650 MHz CPU, mother board with high speed+ Intel 82440GX chipset, 32KB internal and 256KB secondary level cache memory+ 6 hotswap bays+ 256MB ECC RAM+2x18GB SCSI U2W controller+ VGA card with 2MB SGRAM+ 15" color monitor+ 48X CD ROM drive, 3.5" 1.44MB floppy disk drive, 10/100 MBPS Intel or 3COM network controller, Full-tower/Mid-tower ATX case 2x300W PSU+ fans+ A/L keyboard + mouse MS Windows NT4.0 server	1	\$5,324.00	Replaces old file server, it was needed to manage growth within the PLC.	yes
3	Communication Server: Gateway 7210- Intel Pentium 750 MHz CPU, mother board with high speed+ Intel 82440GX chipset, 32KB internal and 256KB secondary level cache memory+ 6 hotswap bays+ 256MB ECC RAM+2x9.1GB SCSI U2W hard disk drives+ VGA card with 2MB SGRAM+ 15" color monitor+ 48X CD ROM drive, 3.5" 1.44MB floppy disk drive, 10/100 MBPS Intel or 3COM network controller, Full-tower/Mid-tower ATX case 300W PSU+ fans+ A/L keyboard + mouse MS Windows NT4.0 server	1	\$4,505.00	Serves as the email server.	yes
4	UPS Gamatronic Compact -520VA line interactive, 185 to 235 V	3	\$465.00	Provides power protection for new computers	yes
5	Switches: ES510TEU Intel 510T Switch	2	\$3,900.00	Reduces network traffic when sessions are held and takes IP packets from Chamber directly to the Hansard team, improving the overall performance of file transfer & network management.	yes
6	Laptop Computer: Dell latitude CPt V466GT-CD	1	\$3,050.00	Allows programmer to work efficiently during field visits to DOs and Gaza	yes
7	Upgrading of old servers: memory + tape drive	2	\$1,500.00	Adds memory and tape drive to old servers allowing one to manage the Novell system the Finance Dept. uses and the other to manage the PLC's Internet site.	yes

8	Network Test Equipment + Tools +Accessories		\$1,750.00	Provides tools to isolate network faults and identify errors	yes
9	Computer Software Cabinet and Storage Unit + Components Storage Cabinet		\$900.00	Organizes the work area of the IT department allowing efficient and effective use of the space.	yes
10	IT Dept Refurbishment (Electrical work and parts)		\$1,800.00	Organizes the work area of the IT department allowing efficient and effective use of the space.	yes
	Total Computer Dept.		\$28,459.00		
III	Hansard				
1	PC Computer: Gateway E-4200- Intel Pentium III 650 MHz CPU, Motherboard with Intel 440BX, high speed bus, built in ATA 2IDE Controller, 32KB internal & 256KB secondary level cache memory, 64MB RAM, 15GB hard disk, IDE-ATA2, AGP VGA card with 8 MB VRAM,15" color monitor, 64-bit sound card+ microphone + speakers,48X CD-ROM drive, A/L keyboard & mouse+ CD, MS Windows 98 A/ E	1	\$1,385.00	Provides each staff member with a computer. There are five staff (1 editor & 4 transcribers) but previously only 4 computers	yes
2	UPS	1	\$155.00	Provides power protection for new computers.	yes
	Total Hansard		\$1,540.00		
IV	PLC Chamber				
1	PC Computer: Gateway E-4200- Intel Pentium III 650 MHz CPU, Motherboard with Intel 440BX, high speed bus, built in ATA 2IDE Controller, 32KB internal & 256KB secondary level cache memory, 64MB RAM, 15GB hard disk, IDE-ATA2, AGP VGA card with 8 MB VRAM,15" color monitor, 64-bit sound card+ microphone + speakers,48X CD-ROM drive, A/L keyboard & mouse+ CD, MS Windows 98 A/ E	1	\$1,385.00	Provides fast computer for day-to-day work and allows old computer to serve as a backup. (DCN backup card purchased under PLC1 allows this to fully function.)	yes
	Total PLC Chamber		\$1,385.00		

V	Chief Clerk's Office and Committees				
1	PC Computer: Gateway E-4200- Intel Pentium III 650 MHz CPU, Motherboard with Intel 440BX, high speed bus, built in ATA 2IDE Controller, 32KB internal & 256KB secondary level cache memory, 64MB RAM, 15GB hard disk, IDE-ATA2, AGP VGA card with 8 MB VRAM, 15" color monitor, 64-bit sound card+ microphone + speakers, 48X CD-ROM drive, A/L keyboard & mouse+ CD, MS Windows 98 A/ E	5	\$6,925.00	Provides work stations to staff who did not have computers and replaced four outdated computers.	yes
2	UPS Gamatronic Compact -520VA line interactive, 185 to 235 V	5	\$755.00	Provides power protection for above computers	yes
3	References: PASSIA diaries for each committee	20	\$200.00	The diaries serve as a directory for essential contact information and is also used as an agenda.	yes
	Total Clerk's and Committees Offices		\$7,680.00		
VI	Technical Department				
1	PC Computer: Gateway E-4200- Intel Pentium III 650 MHz CPU, Motherboard with Intel 440BX, high speed bus, built in ATA 2IDE Controller, 32KB internal & 256KB secondary level cache memory, 64MB RAM, 15GB hard disk, IDE-ATA2, AGP VGA card with 8 MB VRAM, 15" color monitor, 64-bit sound card+ microphone + speakers, 48X CD-ROM drive, A/L keyboard & mouse+ CD, MS Windows 98 A/ E	2	\$2,970.00	Provides computers to the Technical Manager and Transp Manager who previously did not have a computer (this includes network connection).	yes
2	Printer: HP Laser Jet 2100	1	\$869.00	Provides department with a printer.	yes
3	UPS Gamatronic Compact -520VA line interactive, 185 to 235 V	2	\$310.00	Provides power protection for computers	yes
4	HUB: 3 COM Office Connect 10/100 16port+ PP+ cab	1	\$479.00	there was no room left on current hubs	yes
	Total Technical Dept.		\$4,628.00		

VII	Supplies/ Procurement Department- Gaza				
1	PC Computer: Compaq Deskpro Epi 810e: Intell Pentium III a667MHz Cupermine 133MHz FSB, 256 cache memory, 64 MB SDRAM, 1.44 MB FDD, CD ROM Creative 52 speed, 10 GB HDD, Compaq keyboard+ mouse, towerable desktop case, 15" monitor + network and sound card.	3	\$4,770.00	Provides computers to the department that previously had none.	yes
2	A3 Laser Printer: HP Laser Jet 5000N	1	\$2,590.00	Enables printing of spreadsheets.	yes
3	Digital Copier: UTAX cd21	1	\$4,340.00	Provides a copier for the department.	yes
4	Filing Cabinets: sandy color , 4 drawers with lock	6	\$672.00	Allows proper maintenance of records.	yes
	Total Supplies Dept.		\$12,372.00		
VIII	Women's Unit- Gaza			This unit is new; no equipment was available for startup.	
1	PC Computer: Compaq Deskpro Epi 810e: Intell Pentium III a667MHz Cupermine 133MHz FSB, 256 cache memory, 64 MB SDRAM, 1.44 MB FDD, CD ROM Creative 52 speed, 10 GB HDD, Compaq keyboard+ mouse, towerable desktop case, 15" monitor + network and sound card.	2	\$3,180.00	Provides computers to the unit for efficient work.	yes
2	UPS Gamatronic Compact -520VA line interactive, 185 to 235 V	2	\$310.00	Provides power protection for computers.	yes
3	Color Printer: Canon Bubble Jet Color -6100	1	\$214.00	Used to prepare reports, newsletters, and invitations.	yes
4	Laser Printer: HP Laser Jet 1100	1	\$480.00	Provides unit with a printer to print documents.	yes
5	Fax: OKI Faz 5400 laser + handset	1	\$1,400.00	Provides a fax for the unit needed for administrative purposes.	yes
6	Digital Copier: UTAX cd21	1	\$4,340.00	Provides a copier for the unit needed for administrative purposes.	yes
7	Total Women's Unit		\$9,924.00		

X	IT Unit- Gaza				
1	Advance Computer Workstations: Gateway E-4200- Intel Pentium III 750 MHz CPU, Motherboard with Intel 440BX, high speed bus, built in ATA 2IDE Controller, 32KB internal & 256KB secondary level cache memory, 128MB RAM, 15GB hard disk, IDE-ATA2, AGP VGA card with 16MB VRAM, 17" color monitor, 64-bit sound card+ microphone + speakers, 50X CD-ROM drive, A/L keyboard & mouse, MS Windows 98 A/ E	2	\$3,510.00	Provides fast computers for IT department allowing staff to work effectively.	yes
2	UPS Gamatronic Compact -520VA line interactive, 185 to 235 V	3	\$465.00	Provides power protection for server/computers.	yes
3	Communication Server: Gateway 7210- Intel Pentium 750 MHz CPU, mother board with high speed+ Intel 82440GX chipset, 32KB internal and 256KB secondary level cache memory+ 6 hotswap bays+ 256MB ECC RAM+2x9.1GB SCSI U2W hard disk drives+ VGA card with 2MB SGRAM+ 15" color monitor+ 48X CD ROM drive, 3.5" 1.44MB floppy disk drive, 10/100 MBPS Intel or 3COM network controller, Full-tower/Mid-tower ATX case 300W PSU+ fans+ A/L keyboard + mouse MS Windows NT4.0 server	1	\$4,505.00	Serves as an Email, DHCP and Proxy server.	yes
4	Color Printer: Canon Bubble Jet Color -6100	1	\$214.00	Used to prepare reports, newsletters, and invitations.	yes
5	Network Printer: HP Laser Jet 2100	1	\$752.00	Distributes the heavy demand of printing within the Council as other depts will also use it.	yes
6	CD Writer: HP DCRW Plus 9310i 32*10*4	1	\$365.00	Provides file backup capability onto CDs; copies CDs.	yes
	Total IT Unit		\$9,811.00		
XI	Training Unit- Gaza				

1	PC Computers (locally assembled) Super Winner 367: Intel Cayman CA810E, Intel EB PIII 667 MHz CPU with built-in 32KB L1 & 256KB L2 Cache Memory, 64MB SD-Ram, Western digital UDMA/66 15.3 GB EIDE HDD, 1.44 MB, 3.5", 52X(Creative) CD ROM Drive, Samsung Monitor+MS Mouse+enhanced keyboard+ATX midtower case+ network card, sound card+ stereo system+speakers+microphone	6	\$6,270.00	Provides workstations to conduct computer training for staff.	yes
2	UPS Gamatronic Compact -520VA line interactive, 185 to 235 V	6	\$930.00	Provides power protection for computers.	yes
3	Training table :Custom made benches and 9 chairs		\$1,125.00	Furnishes the computer training lab with tables/chairs.	yes
	Total Training Unit		\$8,325.00		
XII	PLC Library-Ramallah				
	Books and Reference Material		\$300.00	Various references for library	yes
	GRAND TOTAL PLC PROCUREMENT		\$94,966.00		